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**THE INFLUENCE OF LEADERSHIP STYLES ON JOB
PERFORMANCE IN TELECOMMUNICATION COMPANY
OF ALGERIA (OTA)**



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**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
April 2018**

**THE INFLUENCE OF LEADERSHIP STYLES ON JOB PERFORMANCE
IN TELECOMMUNICATION COMPANY IN ALGERIA (OTA)**



UUM

By

BENCHABANE ABDELMOUMEN

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Master of Human Resource
Management**



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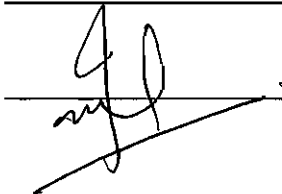
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ABSTRACT

This study attempts to present a picture of leadership style in Orascom Telecom Algeria (OTA). The primary purpose of this study is to analyse the relationship between transformational, transactional, servant, and participative leadership, and job performance. The study population is comprised of Telecommunications Company in Algeria located in Algiers, Oran. Data were collected from 205 employees. SmartPLS was used in order to determine whether the hypotheses were accepted. The results supported all of the hypotheses of this study, discovered that transformational, transactional, servant, and participative leadership have positive effects on job performance. The results affirmed that transformational leadership, transactional leadership, servant leadership, and participative leadership styles affect job performance of OTA' employees. It is hoped that the outcome of this study can be used as guidance for OTA Algeria to empower their workforce.

Keywords: transformational leadership, transactional leadership, servant leadership, participative leadership, job performance.



ABSTRAK

Kajian ini bertujuan untuk membentangkan gambaran gaya kepimpinan di Telekom Orascom Algeria (OTA). Tujuan asas kajian ini ialah menganalisa hubungan di antara tranformasi, traksaksional, hamba dan kepimpinan penglibatan dengan prestasi kerja. Populasi kajian mengandungi syarikat-syarikat telekomunikasi di Algeria yang berada di Algiers, Oran. Data dipunggut daripada 205 pekerja. SmartPLS digunakan untuk menentukan sama ada hipotesis diterima. Dapatan kajian menyokong semua hipotesis kajian dan mendapati bahawa terdapat hubungan di antara tranformasi, traksaksional, hamba dan gaya kepimpinan penglibatan dengan prestasi kerja. Dapatan kajian mendapati tranformasi, traksaksional, hamba dan gaya kepimpinan penglibatan mempunyai kesan dengan prestasi kerja di kalangan kakitangan di Telekom Orascom, Algeria (OTA). Diharap hasil daripada kajian ini boleh digunakan sebagai panduan untuk pengurusan Orascom Telekom, Algeria (OTA) untuk memberi kuasa kepada tenaga buruh mereka.

Kata kunci: tranformasi, traksaksional, hamba dan gaya kepimpinan penglibatan, dan prestasi kerja.



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ACKNOWLEDGEMENT

Bismi Allah Elrahmani Elrahim, Alhamdulillah, All praises, gratitude is given to Allah for the help, blessing and guidance in the completion of my work and for the enormous strength, patience, courage, and ability He gave me to complete this thesis.

Firstly, my deepest appreciation goes to my supervisor Dr. Jasmani Binti Mohd Yunus who provided me with unlimited amount of encouragement and professional support. She valued my commitment to self and lifelong learning and all the while supported my professional endeavors.

I would like to present my humble appreciation and gratitude to all my friends and relatives in Algeria and Malaysia who made this journey possible, Dr Zahir Hanouf and Dr Nassima who welcomed me in Malaysia as part of their family, Prof Madya Dr. Norlena, Mrs. Nur Afiqah and all UUMKL's staff and lecturers, Dr. Saoula Oussama who supported me through all my study years, my best friends Abdel Mounaim Laala and Yahya Bendjeddou, Djamal Lekhdari, Hichem Kourichi, Ramdzan and Farah Ain from UUM KL, my sister-in-law Mofida who contributed so hugely by helping me collect data from Algeria, I say thank you.

Most of all, I extend my appreciation to the employees from OTA for their willingness to participate in this study.

I would like to express my sincere gratitude to my family, my beloved parents Mr. Nacer (May Allah lighten his grave) and Dr. Yamina Semmari who have steadfastly advised and prayed for me to finish this study, my dear wife Dr. Khalissa Djeriou who has been a constant wellspring of help and support, my lovely son Adam, my

dear younger sister Dr. Anfel who have given me much joy and keep me hopping, my sister Dr. Maroua and her cute daughter Ritaj, my two brothers Dr. Oussama and Dr. Soheib, for their constant demonstration of love and continuous moral supports throughout my years of study. I again like to thank Allah, The Sublime, The Majestic, for instilling in me the courage and strength to complete this study.



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LIST OF ABBREVIATIONS

| | |
|------|---|
| AMOS | Analysis of Moment Structures |
| AVE | Average Variance Extracted |
| CR | Composite Reliability |
| OTA | Orascom Telecom Algeria |
| PhD | Doctor of Philosophy |
| PLS | Partial Least Squares |
| Q2 | Construct Crossvalidated Redundancy |
| R2 | R-squared Values |
| SEM | Structural Equation Modelling |
| SET | Self Efficacy Theory |
| SMEs | Subject Matter Experts |
| SPSS | Statistical Package for the Social Sciences |
| SWT | <i>Subhanahu Wa Ta'ala</i> |

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Performance is an essential gauge for organizational accomplishment. From this, the entire performance level of an employed person indicates to a set of individual conducts or deeds that are pertinent to the organization's goals (Semedo, 2016). In the recent times, organizational achievement can be influenced by several important factors. Based on the pertinent literature, leadership style is considered as an essential factor in enhancing the performance and productivity of an organization.

In the present competitive business settings, organizations substantially rely upon their leaders to manage the required changes and innovations in order to maintain the competitive advantage. Leaders are considered as individuals who can exclusively manage order out of prevalent chaotic situation, circumnavigate organizations through inconceivable and instable environment, bring out the mightiness out of mediocrity, and endeavors where few people consider it difficult to participate. The concept of Leadership has evolved over time, with the subsequent modification in employee requirements consequential in a demand for change in the association between a leader and his respective subordinates. Leaders possibly can influence admirers in several distinct ways, such as by coordination, communication, giving proper training, encouragement and rewarding (Pradeep & Prabhu, 2011).

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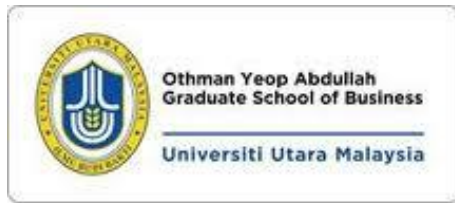
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Appendix A

Research Questionnaire



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The Influence of Leadership Styles on Job Performance in Telecommunication Company of Algeria

Dear Sir / Mrs / Ms,

I am conducting an academic research in the area of Human resource management as part of my master program at College of Business, Universiti Utara Malaysia.

This is an academic research survey which needs some time from your busy schedule. The survey intends to understand **the influence of leadership styles on job performance in Telecommunication Company of Algeria.**

Any information that you provide will be kept confidential and used for research purpose only. In this regard you are kindly requested to fill the survey form as attached herewith.

This survey will take about 15 minutes of your precious time which will be extremely valuable in fulfilling the requirement of my Master research.

If you have any questions about the survey or the research study, please contact me on +60178843235 or email me at aymenabdou@hotmail.com

Your cooperation in this matter is highly appreciated
Sincerely,

Benchabane Abdelmoumene
Master of Human Resource Management
College of Business
Universiti Utara Malaysia

A. DEMOGRAPHIC INFORMATION

Please tick (☑) or write your responses in the space provided.

a. Your gender: Male ☐ 1 Female ☐ 2

b. Your age:

| | |
|----------------------------|-------------------------|
| <input type="checkbox"/> 1 | Less than 30 years |
| <input type="checkbox"/> 2 | Between 30 and 39 years |
| <input type="checkbox"/> 3 | Between 40 and 49 years |
| <input type="checkbox"/> 4 | Between 50 and 59 years |
| <input type="checkbox"/> 5 | More than 60 years |

c. Marital Status: Married ☐ 1 Single ☐ 2

d. Work Experience:

| | |
|----------------------------|--------------------|
| <input type="checkbox"/> 1 | 10 years and above |
| <input type="checkbox"/> 2 | 5 -10 years |
| <input type="checkbox"/> 3 | 1-5 years |
| <input type="checkbox"/> 4 | Less than 1 year |

e. Highest Educational Qualification:

| | |
|----------------------------|------------------------------|
| <input type="checkbox"/> 1 | Doctorate Degree |
| <input type="checkbox"/> 2 | Master's Degree |
| <input type="checkbox"/> 3 | First Degree |
| <input type="checkbox"/> 4 | Diploma/NCE/ etc. |
| <input type="checkbox"/> 5 | Secondary School Certificate |
| | Others (Specify) _____ |

f. Current Position:

| | |
|----------------------------|-------------------|
| <input type="checkbox"/> 1 | Clerk |
| <input type="checkbox"/> 2 | Chief Clerk |
| <input type="checkbox"/> 3 | Executive |
| <input type="checkbox"/> 4 | Senior Executive |
| <input type="checkbox"/> 5 | Assistant Manager |

B. Job Performance

Directions: Please indicate your level of agreement with the following statements that describe the level of job performance, and please circle the number representing the most appropriate answer based on the scale below.

| | | | | |
|-------------------|----------|----------------------------|-------|----------------|
| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 |

| No | Survey Items | 1 | 2 | 3 | 4 | 5 |
|----|---|---|---|---|---|---|
| 1 | I understand the criteria of performance review of my organisation. | | | | | |
| 2 | I understand my job and how to carry it out | | | | | |
| 3 | I am able to resolve unexpected schedules on time. | | | | | |
| 4 | I maintain good record of attendance in this organisation. | | | | | |
| 5 | I can carry out assigned duties effectively and efficiently. | | | | | |
| 6 | I am very conversant with the standard operating procedure of my job. | | | | | |

C. Transformational Leadership

Directions: Please indicate your level of agreement with the following statements that describe leadership style in your company. Please circle the number representing the most appropriate answer based on the scale below.

| | | | | |
|-------------------|----------|----------------------------|-------|----------------|
| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
| 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|--|--|--|--|--|
| 7 | My head of department re-examines critical assumptions to question whether they are appropriate. | | | | | |
| 8 | My head of department seeks differing perspectives when solving problems. | | | | | |
| 9 | My head of department gets me to look at problems from many different angles. | | | | | |
| 10 | My head of department suggests new ways of looking at how to complete assignment. | | | | | |
| 11 | My head of department talks optimistically about the future. | | | | | |
| 12 | My head of department talks enthusiastically about what needs to be accomplished. | | | | | |
| 13 | My head of department articulates a compelling vision of the future. | | | | | |
| 14 | My head of department express confident that goals will be achieved. | | | | | |
| 15 | My head of department spends time teaching and coaching me. | | | | | |
| 16 | My head of department treats me as an individual rather just as a member of a group. | | | | | |
| 17 | My head of department considers me as having different needs, abilities and aspirations from others. | | | | | |

| | | | | | | |
|----|--|--|--|--|--|--|
| 18 | My head of department helps me to develop my strengths. | | | | | |
| 19 | My head of department talks about their most important values and beliefs. | | | | | |
| 20 | My head of department instils pride in me for being associated with him/her. | | | | | |
| 21 | My head of department specifies the importance of having a strong sense of purpose. | | | | | |
| 22 | My head of department goes beyond self-interest for the good of the group. | | | | | |
| 23 | My head of department considers the moral and ethical consequences of decisions. | | | | | |
| 24 | My head of department displays a sense of power and confidence in organization. | | | | | |
| 25 | My head of department emphasizes the importance of having a collective sense of mission. | | | | | |
| 26 | My head of department provides me with assistance in exchange for efforts. | | | | | |

D. Transactional Leadership

Directions: Please indicate your level of agreement with the following statements that describe leadership style in your company. Please circle the number representing the most appropriate answer based on the scale below.

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|-------------------|----------|----------------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|--|--|--|--|--|
| 27 | My immediate superior tells me what to do if I want to be rewarded for my efforts. | | | | | |
| 28 | There is close agreement between what I am expected to put into the group effort and what I can get out of it. | | | | | |
| 29 | My immediate superior rewards my achievement. | | | | | |
| 30 | My immediate superior recognizes my achievement. | | | | | |
| 31 | My immediate superior Arranges to rectify mistakes | | | | | |
| 32 | My immediate superior focuses on mistakes | | | | | |
| 33 | My immediate superior keeps track of all complaints | | | | | |
| 34 | My immediate superior concentrates on failures. | | | | | |
| 35 | My immediate superior reacts to problems only if they are serious | | | | | |
| 36 | My immediate superior looks at problems from many different angles | | | | | |
| 27 | My immediate superior waits for things to go wrong before taking any action. | | | | | |
| 38 | My immediate superior waits for the problem becomes chronic before he/she interfere. | | | | | |

E. Servant Leadership

Directions: Please indicate your level of agreement with the following statements that describe leadership style in your company. Please circle the number representing the most appropriate answer based on the scale below.

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|-------------------|----------|----------------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|--|--|--|--|--|
| 39 | The principal puts my best interests ahead of his/her own. | | | | | |
| 40 | The principal does everything he/she can to serve me. | | | | | |
| 41 | The principal sacrifices his/her own interests to meet my needs. | | | | | |
| 42 | The principal goes above and beyond the call of duty to meet my needs. | | | | | |
| 43 | The principal is the one I would turn to if I had a personal trauma. | | | | | |
| 44 | The principal is good at helping me with my emotional issues. | | | | | |
| 45 | The principal is talented at helping me heal emotionally. | | | | | |
| 46 | The principal is the one who could help me mend my hard feelings. | | | | | |
| 47 | The principal seems alert to what's happening. | | | | | |
| 48 | The principal is good at anticipating the consequences of decisions. | | | | | |
| 49 | The principal has great awareness of what is going on. | | | | | |
| 50 | The principal seems in touch with what's happening. | | | | | |
| 51 | The principal seems to know what is going to happen. | | | | | |
| 52 | The principal offers compelling reasons to get me to do things. | | | | | |
| 53 | The principal encourages me to dream big dreams about the organization. | | | | | |
| 54 | The principal is very persuasive. | | | | | |
| 55 | The principal is good at convincing me to do things. | | | | | |
| 56 | The principal is gifted when it comes to persuading me. | | | | | |
| 57 | The principal believes that the organization needs to play a moral role in society. | | | | | |
| 58 | The principal believes that our organization needs to function as a community. | | | | | |
| 59 | The principal sees the organization for its potential to contribute to society. | | | | | |
| 60 | The principal encourages me to demonstrate community spirit in the workplace. | | | | | |
| 61 | The principal is preparing the organization to make a positive difference in the future. | | | | | |

F. Participative Leadership

Directions: Please indicate your level of agreement with the following statements that describe leadership style in your company. Please circle the number representing the most appropriate answer based on the scale below.

| Strongly disagree | Disagree | Neither agree nor disagree | Agree | Strongly agree |
|-------------------|----------|----------------------------|-------|----------------|
| 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|----|--|--|--|--|--|--|
| 62 | The principal considers subordinates | | | | | |
| 63 | The principal consults before taking action | | | | | |
| 64 | The principal consults when faced with problem | | | | | |
| 65 | The principal asks for suggestions | | | | | |
| 66 | The principal advices on assignments | | | | | |

Thank you



Appendix B

PLS ANALYSIS

Quality Criteria

| | AVE | Composite Reliability | R Square | Cronbachs Alpha | Communality | Redundancy |
|------|----------|-----------------------|----------|-----------------|-------------|------------|
| JP | 0.840913 | 0.963288 | 0.436057 | 0.953487 | 0.840912 | 0.124640 |
| PL | 0.743673 | 0.920049 | | 0.888414 | 0.743673 | |
| SL | 0.840882 | 0.988272 | | 0.990856 | 0.840885 | |
| TRFL | 0.809097 | 0.988263 | | 0.989740 | 0.809097 | |
| TRSL | 0.738306 | 0.943935 | | 0.931898 | 0.738306 | |

C. Alpha

| | Cronbachs Alpha |
|------|-----------------|
| JP | 0.953487 |
| PL | 0.888414 |
| SL | 0.990856 |
| TRFL | 0.989740 |
| TRSL | 0.931898 |

Latent Variable Correlations

| | JP | PL | SL | TRFL | TRSL |
|------|----------|----------|----------|----------|----------|
| JP | 1.000000 | | | | |
| PL | 0.419937 | 1.000000 | | | |
| SL | 0.288100 | 0.655293 | 1.000000 | | |
| TRFL | 0.394421 | 0.160132 | 0.230159 | 1.000000 | |
| TRSL | 0.576253 | 0.526877 | 0.663345 | 0.382484 | 1.000000 |

Cross Loadings

| | JP | PL | SL | TRFL | TRSL |
|--------|-----------|----------|-----------|----------|----------|
| JP1 | 0.946086 | 0.492789 | 0.408753 | 0.355816 | 0.650319 |
| JP3 | 0.974332 | 0.352221 | 0.235977 | 0.384786 | 0.532793 |
| JP4 | 0.951721 | 0.512563 | 0.480436 | 0.401522 | 0.726373 |
| JP5 | 0.760057 | 0.094189 | -0.206183 | 0.254954 | 0.071867 |
| JP6 | 0.936325 | 0.304349 | 0.096040 | 0.378988 | 0.393642 |
| PL1 | 0.140877 | 0.770607 | 0.759845 | 0.131287 | 0.599135 |
| PL2 | 0.507001 | 0.952209 | 0.552274 | 0.160760 | 0.466655 |
| PL4 | 0.153559 | 0.791005 | 0.253892 | 0.035860 | 0.074009 |
| PL5 | 0.383825 | 0.921123 | 0.710576 | 0.169998 | 0.597856 |
| SL1 | 0.362293 | 0.571607 | 0.903955 | 0.215770 | 0.648635 |
| SL10 | 0.067292 | 0.599451 | 0.928033 | 0.188919 | 0.519430 |
| SL11 | 0.165511 | 0.536588 | 0.961445 | 0.215984 | 0.669943 |
| SL12 | 0.111017 | 0.624136 | 0.933605 | 0.188652 | 0.609062 |
| SL13 | 0.009424 | 0.614985 | 0.787983 | 0.138920 | 0.404416 |
| SL14 | -0.022685 | 0.414292 | 0.890676 | 0.172717 | 0.523747 |
| SL15 | -0.143021 | 0.295699 | 0.819218 | 0.134100 | 0.468751 |
| SL17 | 0.248702 | 0.690830 | 0.984971 | 0.229269 | 0.666464 |
| SL18 | 0.043082 | 0.494032 | 0.920869 | 0.179628 | 0.618321 |
| SL19 | 0.248702 | 0.690830 | 0.984971 | 0.229269 | 0.666464 |
| SL2 | 0.036038 | 0.448637 | 0.874934 | 0.143322 | 0.494744 |
| SL20 | 0.111017 | 0.624136 | 0.933605 | 0.188652 | 0.609062 |
| SL21 | 0.115213 | 0.487890 | 0.894336 | 0.190331 | 0.599930 |
| SL22 | 0.248702 | 0.690830 | 0.984971 | 0.229269 | 0.666464 |
| SL23 | 0.388342 | 0.510655 | 0.909562 | 0.218897 | 0.520813 |
| SL9 | 0.111017 | 0.624136 | 0.933605 | 0.188652 | 0.609062 |
| TRFL1 | 0.391395 | 0.205474 | 0.244792 | 0.990838 | 0.383244 |
| TRFL10 | -0.021648 | 0.061926 | 0.215818 | 0.795676 | 0.235849 |
| TRFL11 | 0.212781 | 0.237548 | 0.280374 | 0.833565 | 0.331773 |

| | | | | | |
|--------|-----------|-----------|----------|----------|----------|
| TRFL12 | 0.012603 | -0.052497 | 0.180736 | 0.853133 | 0.253438 |
| TRFL13 | 0.214633 | 0.031534 | 0.278703 | 0.943886 | 0.403772 |
| TRFL14 | 0.056049 | 0.076623 | 0.136465 | 0.814304 | 0.173018 |
| TRFL15 | 0.121282 | -0.020422 | 0.088546 | 0.915681 | 0.187227 |
| TRFL16 | 0.281105 | 0.070920 | 0.003477 | 0.898296 | 0.129845 |
| TRFL17 | 0.215110 | 0.108437 | 0.319453 | 0.945885 | 0.422483 |
| TRFL18 | 0.369319 | 0.018831 | 0.164864 | 0.957165 | 0.346543 |
| TRFL19 | 0.469342 | 0.101999 | 0.126107 | 0.947082 | 0.320922 |
| TRFL2 | 0.230840 | 0.041295 | 0.062982 | 0.947500 | 0.185818 |
| TRFL20 | 0.281953 | 0.142591 | 0.267494 | 0.961017 | 0.382252 |
| TRFL3 | 0.055838 | -0.052264 | 0.143992 | 0.898450 | 0.230763 |
| TRFL4 | 0.369155 | 0.098160 | 0.207008 | 0.958393 | 0.365677 |
| TRFL5 | 0.555600 | 0.214902 | 0.331393 | 0.754758 | 0.515833 |
| TRFL6 | 0.329812 | 0.228878 | 0.260679 | 0.949846 | 0.362528 |
| TRFL7 | 0.282175 | 0.220284 | 0.308739 | 0.962618 | 0.401121 |
| TRFL8 | 0.432722 | 0.245770 | 0.178243 | 0.864649 | 0.314170 |
| TRFL9 | -0.123750 | -0.120598 | 0.226173 | 0.737574 | 0.264464 |
| TRSL10 | 0.470956 | 0.277906 | 0.484500 | 0.335240 | 0.780096 |
| TRSL2 | 0.361879 | 0.200202 | 0.484666 | 0.357111 | 0.860981 |
| TRSL3 | 0.156810 | 0.420081 | 0.625581 | 0.293728 | 0.813114 |
| TRSL6 | 0.327855 | 0.517391 | 0.636575 | 0.263170 | 0.809149 |
| TRSL8 | 0.537725 | 0.589924 | 0.660412 | 0.330176 | 0.928687 |
| TRSL9 | 0.727726 | 0.598881 | 0.597880 | 0.368594 | 0.949558 |

AVE

| | AVE |
|------|----------|
| JP | 0.840913 |
| PL | 0.743673 |
| SL | 0.840882 |
| TRFL | 0.809097 |
| TRSL | 0.738306 |

Composite Reliability

| | Composite Reliability |
|-------------|-----------------------|
| JP | 0.963288 |
| PL | 0.920049 |
| SL | 0.988272 |
| TRFL | 0.988263 |
| TRSL | 0.943935 |

Outer Model (Weights or Loadings)

| | JP | PL | SL | TRFL | TRSL |
|-------------|----------|----------|----------|------|------|
| JP1 | 0.946086 | | | | |
| JP3 | 0.974332 | | | | |
| JP4 | 0.951721 | | | | |
| JP5 | 0.760057 | | | | |
| JP6 | 0.936325 | | | | |
| PL1 | | 0.770607 | | | |
| PL2 | | 0.952209 | | | |
| PL4 | | 0.791005 | | | |
| PL5 | | 0.921123 | | | |
| SL1 | | | 0.903955 | | |
| SL10 | | | 0.928033 | | |
| SL11 | | | 0.961445 | | |
| SL12 | | | 0.933605 | | |
| SL13 | | | 0.787983 | | |
| SL14 | | | 0.890676 | | |
| SL15 | | | 0.819218 | | |
| SL17 | | | 0.984971 | | |

| | | | | | |
|--------|--|--|----------|----------|----------|
| SL18 | | | 0.920869 | | |
| SL19 | | | 0.984971 | | |
| SL2 | | | 0.874934 | | |
| SL20 | | | 0.933605 | | |
| SL21 | | | 0.894336 | | |
| SL22 | | | 0.984971 | | |
| SL23 | | | 0.909562 | | |
| SL9 | | | 0.933605 | | |
| TRFL1 | | | | 0.990838 | |
| TRFL10 | | | | 0.795676 | |
| TRFL11 | | | | 0.833565 | |
| TRFL12 | | | | 0.853133 | |
| TRFL13 | | | | 0.943886 | |
| TRFL14 | | | | 0.814304 | |
| TRFL15 | | | | 0.915681 | |
| TRFL16 | | | | 0.898296 | |
| TRFL17 | | | | 0.945885 | |
| TRFL18 | | | | 0.957165 | |
| TRFL19 | | | | 0.947082 | |
| TRFL2 | | | | 0.947500 | |
| TRFL20 | | | | 0.961017 | |
| TRFL3 | | | | 0.898450 | |
| TRFL4 | | | | 0.958393 | |
| TRFL5 | | | | 0.754758 | |
| TRFL6 | | | | 0.949846 | |
| TRFL7 | | | | 0.962618 | |
| TRFL8 | | | | 0.864649 | |
| TRFL9 | | | | 0.737574 | |
| TRSL10 | | | | | 0.780096 |
| TRSL2 | | | | | 0.860981 |
| TRSL3 | | | | | 0.813114 |
| TRSL6 | | | | | 0.809149 |
| TRSL8 | | | | | 0.928687 |
| TRSL9 | | | | | 0.949558 |